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MEMORANDUM FOR: Assistant Director for Personnel

SUBJECT: Inspection of the Office of Personnel

I have discussed the specific recommendations of the Inspector General with our respective division chiefs. I submit the following report as a basis for discussions with the DDCI.

A. Recruiting

1. In an effort to further utilize the position of Personnel Officer now established in the various offices and divisions of the Agency, it is recommended that the incumbent of this position arrange the interview between the applicant and supervisor. In addition, he will lead the discussion and insure that the interview is conducted properly. As a positive approach to the conduct of interviews and use of proper interviewing techniques, it is recommended that all office personnel officers be instructed along these lines by trained technicians in our Placement Branch of central personnel. This method will eliminate the use of a sheet of instruction which has been suggested. The supervisor in this case will confine his portion of the interview to qualifications required in the performance of the job and to those possessed by the applicant, duties to be performed and supervisory relationships. The personnel officer, either during or after the interview, will be invaluable in discussing personal and technical personnel matters.

2. This recommendation is evidently made on the basis that employees now on duty with the Agency will be asked to sign such a statement. It would not be advisable to apply this to any individual group of employees. One thing is certain, whether we are thinking in terms of applicants or employees now on duty, there will be a certain loss. Employees who prefer not to sign will undoubtedly be replaced thereby increasing the recruitment effort. Applicants who prefer not to proceed under these terms will, of course, be passed over. This, added to the many other selective measures, will have a direct effect on the cost of recruiting. It is questionable whether clerical and stenographic personnel should be considered in this proposal in view of the constant shortage which we experience due to personal desires and unforeseen circumstances. Those who wish to become members of the career service can easily be recognized and included as their desires are known.

3. The Personnel Procurement Division is well aware of this situation. Each request for recruitment is carefully staffed out with the appropriate using office and necessary backstops are established

all along the line. The operating office plays an important role and should not be relieved of the responsibility for most of the cover arrangements.

4. Recruitment is now performed solely upon specific requests approved by competent authority within the operating offices. Supervisors, who conscientiously cooperate in this method of providing information, are contributing substantially to the recruitment program. Unfortunately in the past too many have taken this responsibility lightly and have injured the recruitment effort. Time, effort and money has been wasted. The Office of Personnel continually reviews this program with a view toward increasing its efficiency.

5. This method of recruitment each year increases in importance and value to the Agency. Figures show that the cost is less than that for the same type of recruiting in the United States. The fact that the actual recruiting is outside the U. S. should not in itself place it in a separate category. The cost per EOD and the quality of the individual to the Agency are the important considerations.

6. All applicants are notified of rejection by the Office of Personnel. The letter which they receive is brief and courteous.

B. Placement

1. The Office of Personnel sincerely believes that the present policy and procedure relative to the assignment of clerical and stenographic personnel is sound and in the best interest of the Agency. Because of the number involved and prohibitive costs connected with the interview of this category of personnel by officials in headquarters, the Office of Personnel is therefore responsible from the beginning for this group of people. After initial EOD processing has been completed, a trained group of placement officers, thoroughly familiar with the peculiar needs of the various offices, carefully interview and assign clerks and stenographers based upon established priority and specific requirements. Operating officials do interview certain categories of clerical and stenographic personnel. They are: candidates for overseas assignment, private secretaries and those whose line of progression is to semi-professional and professional positions. All others and stated above are assigned on basis of specific stated and known requirements. The Office of Personnel believes that a system which would permit offices to hand pick and return rejects to our assignment branch would be demoralizing, time consuming and expensive.

2. This is an element of personnel administration which must be and is being studied and applied in a professional manner with long-range career implications. The desires of the returnee must be considered. A questionnaire is being developed and forwarded to the field which, when completed six months in advance of the employee's return to the ZI and forwarded to headquarters, will furnish the operating office, the career service board and the Office of Personnel with information as to the desires of the employee for future assignment. Depending upon current conditions, every effort will be made to comply with the wishes of the

returnee. The placement officers of the Office of Personnel, the respective Career Service Board and the supervisor will jointly determine what is best, assignment and career wise, for the employee and the Agency.

3. The subject of this recommendation is now in effect. In addition, all returnees pass through a unit of central personnel, the Central Processing Branch, where numerous official and personal services are rendered in establishing the employee in his new environment.

#### C. Promotion

The fact that a current overall promotion policy has not been developed is unfortunate. The Office of Personnel has worked continuously for nearly eighteen months to issue a coordinated promotion policy. This office, based on recent developments of the Career Service Board, is again working on such a policy statement.

#### D. Organization

1. An Assistant Director for Personnel has been appointed. The Assistant Director for Personnel is responsible to the Director and the Deputy Director of CIA for the development, approval and execution of personnel policies. It is well at this point to establish this as an Agency concept. Once this is established, clearly stated and understood, all other personnel activities and processes will fall into place. Following this concept the Assistant Director for Personnel is then responsible to the Director for establishing and carrying out policies and programs. The CIA Career Service Board assists, advises and acts as a high level sounding board. The personnel program, regardless of organizational or physical location, is a responsibility of the Assistant Director for Personnel. Personnel people regardless of organizational assignment are members of the personnel family, technically responsible to the Assistant Director for Personnel, for convenience and administrative reasons, attached to the operating office which they service.

2. An audit is being conducted of every personnel position in the Agency. Only those positions which involve full-time personnel duties are to be reviewed. The proposed plan, following the concept stated above, is to establish facts as to the present functions being performed, allocate functions which can best be performed outside the central personnel office, eliminate all duplication, and fill the position with a qualified personnel officer who in the future will be considered a part of the overall personnel program.

3. The utilization of surplus positions is not a function of the Office of Personnel.

4. If properly utilized and supervised, a personnel officer in each office can serve a useful purpose. The proposal outlined in paragraph 2 above will bring this about. The distinction which has existed because of organizational location will have been eliminated.

5. This is provided for in our present regulations, grievance and complaints procedure, etc. Present procedure provides for the exchange of information between the Personnel, Medical and Security Offices as required. There are, however, certain instances where, in the best interest of the employee and the Agency, it is desirable that the employee have direct relationship with the Medical and Security Offices.

#### E. Processing

1. A processing form is now being prepared which will indicate the various steps which make up the initial processing and indoctrination procedure. In all probability it will consist of a number of perforated sections which may be separated from <sup>the</sup> sheet as the new employee progresses through the various steps.

2. The personnel file project is under study at this time. It breaks into three basic steps. (a) Arranging the material uniformly in the folder and insuring that all required information is present. (b) Determining the final content of the file and the location of sub-files such as security and medical and (c) Control of the file.

3. All new employees after entering on duty receive a security briefing, attend a two-hour personnel indoctrination which is conducted by a member of the Employee Services Division and are briefed by a member of the Office of Training on the organization and mission of the Agency.

4. The Central Processing Branch of the Office of Personnel has for some time assumed responsibility for attending to all matters connected with the processing of an individual for an overseas assignment. Assignment of duties, establishment of cover, preparation of personnel action and travel orders constitute the only details and work which must be performed by the operational component.

#### F. Military

The Chief of the Military Personnel Division has presented a paper which, if approved, would strengthen the control of military personnel and establish a reasonable basis for our military personnel requirements.

#### G. Personnel Management

1. First of all, the Agency must get approval for the system of personnel evaluation which has been informally adopted. The application of the system is another of the important functions of the Office of Personnel and supervisory officials of CIA. Supervisors, in the final analysis, will make or break the program by their day to day attitude and sincerity in setting on paper their true evaluation of their employees. Education together with backbone will accomplish this goal. The Office of Personnel can assist in the education of supervisory personnel and report on the visible effectiveness of the evaluation system.

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2. Training of supervisors in the responsibilities of personnel management is excellent. There is danger in such a program if over emphasis is placed on attendance in a reasonably short course of training as opposed to an inherent qualification of leadership, direction and understanding that is basic in dealing with subordinates. The above qualities plus many more should be considered in the selection of the supervisor. The training could well be inserted at this point rather than waiting until the individual has become a supervisor.

3. As stated earlier, the Assistant Director for Personnel is responsible to the head of the Agency for implementing personnel policies, procedures and programs. It is assumed that the combination of all these functions is what the IG refers to as "service." However, there are inconsistencies here and there and the statement that the Office of Personnel merely carries out established policy ~~which could lead~~ one to believe that there is some disparity of thinking.

4. Knowledge of the operations of the Agency is vital in personnel work as we have discussed it. The Office of Personnel would benefit by the assignment of qualified personnel people who have also had operational experience. Another approach and one that is now in effect is the assignment of qualified personnel to personnel positions outside the central personnel office. This as the program develops will be common practice in our rotation system. It is not intended that personnel officers will, because of this brief assignment, become operational people. Their training and background would not meet operational standards. Neither could an operational person, without years of experience in Personnel, expect to be placed in an executive (GS-13 and above) position in such a specialized field as personnel. Our personnel records are such that all qualified personnel people who are performing operational assignments could be quickly located within the Agency.

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